MULTIMEDIA UNIVERSITY

STUDENT ID NO

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FINAL EXAMINATION

TRIMESTER 2, 2017/2018

BPM3014 – PROJECT MANAGEMENT

(All Sections)

5 MARCH 2018
9.00 a.m. - 11.00 a.m.
(2 Hours)

INSTRUCTIONS TO STUDENTS

1. This question paper consists of **TWELVE (12)** printed pages with **TWO (2)** sections.
2. Answer **ALL** sections.
3. Marks are shown at the end of each question.

SECTION A: MULTIPLE CHOICE QUESTIONS (60 MARKS)

1. Your project schedule shows a 15-month finish, but our customer has just realized there is a regulator requirement to complete the project by a certain date. Now the customer insists this project must be finished in 12 months. Which of the following is the best approach?
   A. Tell the customer it can be done then cut our estimates by20%
   B. Cut the scope by 20%, tell the customer the critical path has changed, and resubmit the schedule for review.
   C. Stand your ground cutting scope in an inferior project outcome.
   D. Inform the customer of the impacts, then crash the project.

2. What is the difference between a histogram and a Pareto chart?
   A. A histogram is ales accurate version of a Pareto chart.
   B. A histogram is type of Pareto chart.
   C. A Pareto chart is a type of histogram.
   D. A histogram and a Pareto chart simply different term for the same technique.

3. As a project manager, you are responsible for determining and delivering the required levels of both grade and quality. Select which of the following statements you disagree with.
   A. Grade relates to the products characteristics
   B. Grade relates to the customer requirements
   C. Quality relates to the customer requirements
   D. Quality and grade of product must be carefully managed

4. Which of the following processes produces a work breakdown structure as an output?
   A. Create WBS
   B. Define scope
   C. Develop project management
   D. Define Activities

5. Michael is managing a construction project. The project charter has been approved by the project sponsor. What should Michael do next?
   A. Create the WBS
   B. Develop the project scope statement
   C. Analyze project risks
   D. Identify the project stakeholders

6. Most project management software packages use a method of constructing a project schedule network diagram known as:
   A. Activity Diagramming Method
   B. Precedence Diagramming Method
   C. Project Diagramming Method
   D. Critical Diagramming Method

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7. When a negative unplanned risk occurs in a project a response to it would be called:
   A. Disaster recovery
   B. Failure planning
   C. A workaround
   D. Backup planning

8. Martin is the project manager of a project that is in an early phase. He needs to estimate costs but finds that he has a limited amount of detailed of the following estimation techniques would be least suited to is requirement?
   A. Top-down Estimating
   B. Bottom-up Estimating
   C. Analogous Estimating
   D. Budgetary Estimating

9. If you had an experience with a particularly well- or poorly- performing vendor, what is the correct way to document this experience for future projects?
   A. Create a seller performance evaluation
   B. Call the vendor and talk to them about the experience
   C. Tell all your friends about it
   D. Vow to only work with that vendor from now on

10. John is managing a software development project for the first time he is facing issues with scheduling meeting with the senior project managers at the company as they are extremely busy with their current assignments. John needs to understand what went right and wrong on previous similar projects so that he can manage his project better in this situation what should john do?
   A. Review the projects business case for details.
   B. Request keys stakeholders to help schedule these coaching meetings.
   C. Review lessons learned from the past similar projects.
   D. Review the project charter for details.

11. Which of these is not a tool or technique in the control procurements process?
   A. Contract change control system.
   B. Recommended corrective action
   C. Claims administration
   D. Performance reporting

12. You are looking at various process improvement models which of the following is not a process improvement model?
   A. Malcom-Baldrige
   B. Organization Project Management Maturity Model (OPM3)
   C. Capability Maturity Model Integrated (CMMI)
   D. Shewhart-Deming

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13. Which of these statements correctly links project and product life cycles?
    A. A product life cycle is generally contained within a project life cycle
    B. A project life cycle is generally contained within a product life cycle
    C. A product life cycle is same as project life cycle
    D. The last life cycle for a project is generally the product's retirement

14. Before closing a contract, the project manager should:
    A. Consult a lawyer
    B. Verify that all deliverables were acceptable
    C. Re-read the contact
    D. Contract everyone on the project team for approval

15. Carole is the project manager for a healthcare facility construction project. She is currently conducting aboard briefing and updating the board members on the projects status. When Carole presented her project risks, the chairman suggested some preventive actions what should Carole do first?
    A. Carole should politely deny the request
    B. Carole should write a change request
    C. Carole should directly update the project management plan as the request has come from the chairman
    D. Carole should escalate the issue to the project sponsor

16. A management control point where scope, budget, actual cost and schedule are integrated and compared to earned value for performance measurement is called a:
    A. Code of accounts
    B. Control packages
    C. Control account
    D. Account plan

17. You are defining the schedule activities for our project and identifying deliverables at the lowest level in the work breakdown structure (WBS). You find that there is insufficient definition of thee project scope to decompose a branch of the WBS down to the work package level. You now look at sing the last component in the branch of the WBS to develop a high-level project schedule for that component such a planning a component is called:
    A. Planning packet
    B. Control system
    C. A planning package
    D. Control element

18. Which of the following best describes the Validate Scope process?
    A. Validating that the project quality requirements have been met
    B. Controlling changes to the scope pf the project
    C. Obtaining stakeholders' formal acceptance of the project deliverables
    D. Validating that all of the projects objectives have been met

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19. As a project manager of a project, you are analyzing the costs which have been incurred. Which of the following costs cannot be classified under cost of non-conformance?
    A. Quality Assurance Costs
    B. Warranty costs
    C. Costs due to loss of reputation
    D. Rework costs

20. You are a consulting project manager with over 15 years' experience running software development projects. You have been tasked with managing a finance application project for a new customer. On the first day on site at the customer's headquarters, however, you are told the project has been cancelled, but there is a need for a project manager to manage a major infrastructure project to deploy a large number of servers and storage devices. The customer asks if you would be interested in leading this project. You have never managed this type of project before, but you would be interested in the challenge. Which of the following is the best response?
    A. Do not mention your lack of experience but ask for more information about the project. After reviewing the information and see that you could probably wing the project, accept the project
    B. Accept the job with the caveat you can bring any needed resources to work on the project, then hire a project manager you know that works in this area to handle the implementation
    C. Decline the opportunity, citing your lack of experience and knowledge in this area
    D. Do not mention our lack of experience and accept the job

21. Project manager estimates the work to be accosted in the near term in detail at a low level of work breakdown stricture (WBS). He estimates work far in the future as WBS components that are at a relatively high level of the WBS. What is this technique called?
    A. Decomposition
    B. Rolling wave planning
    C. Scope creep
    D. Earned value planning

22. Negative risks can either be _____, transferred, or mitigated as a countermeasure.
    A. Enhanced
    B. Avoided
    C. Exploited
    D. Ignored

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23. The WBS represents all product and projects works. The total works at the lowest levels should roll up the higher levels so that nothing is left out no extra work is perfumed this principle is also called the:
    A. 100% rule
    B. 80/20 rule
    C. Pareto's rule
    D. Ground rule

24. A technical team can begin editing a large document 15 days after the begin writing it. What kind of dependency would this be represented as?
    A. Strat-to-stat with a 15-day lead
    B. Finish-to-finish with a 15-day lead
    C. Start-to-start with a 15-day lag
    D. Finish-to-finish with a 15-day lag

25. You are at a work-related social event, and a colleague tells you another project manager has just hired a close relative's engineering firm for a city public improvement project that you are managing. You know that this company's proposal did not meet the pre-defined selection criteria to be considered for award. What do you do?
    A. File a complaint with PMI
    B. Escalate the issue to the appropriate management
    C. Ask the project manager about what have just heard. If your suspicions are confirmed, escalate the issue to the appropriate management.
    D. Do nothing

26. A project manager is just finishing a project that has not gone well. Apart from cost overruns and schedule overruns, there have been many quality defects and the project required a lot d senior management intervention to reach completion. The project manager should now:
    A. Focus on closing project and moving on to the next one lessons learned is not applicable to this project since it has done badly
    B. Focus on presenting the data in positive light while ensuring that the reasons for the delays and problems are appropriately documented
    C. Mask bad data and only present good data since his performance appraisal will otherwise be impacted
    D. Document lessons learned from the project and update the lessons learned knowledge database.

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27. In a strong matrix organization where the team members report to both functional manager as well as a project manager, whose responsibility is to manage the dual reporting relationship?
    A. Function manager
    B. HR manager
    C. Team members
    D. Project manager

28. A first –time project manager wants to know during which phases of the project will Perform Integrated Change Control be performed. How would you respond?
    A. Perform integrated change control is performed only in the execution phase.
    B. Perform integrated change control is performed during the project closure phase
    C. Perform integrated change controls is performed throughout the project from project inception through project completion
    D. Perform integrated change control Is part of the build phase and is typically found only it project

29. A Resource Breakdown Structure (RBS) is used to break down the project by type of resources. The RBS is an example of a:
    A. Linear chart
    B. Matrix chart
    C. Flow chart
    D. Hierarchical chart

30. A Pharmaceutical company has recently established a PMO in the company to centrally manage the corporate projects. This has resulted in spread of project management jargon in the company. Some of the employees are now being called "project managers" by the PMO. Most of the project managers are getting confused by this new project management jargon. One of the questions being asked repeatedly is the difference between the work performance data and the work performance information. Which of the following correctly differentiates these two?
    A. The work performance data is numerical while the work performance information is textual
    B. The work performance data is internal, while the work performance is external to the project
    C. The work performance information is the processed form the work performance data
    D. The work performance data is captured by the project team while the work performance information is prepared by the project sponsor

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31. While managing a project, you decide to prepare an email to the project stakeholders describing project status. This is best described as an example of:
    A. Vertical communication
    B. Nonverbal communication
    C. Information communication
    D. Formal communication

32. Analogous estimating is an estimation technique that uses the caules of parameters such as scope, cost, budget and duration from a previous similar activity as the basis of activity. It is frequently used for estimation when there is a limited amount of information about the project. This is a form of:
    A. Gross value estimation
    B. Function point estimate
    C. Fixed point estimation
    D. Precision estimation

33. During the execution of your project, you decide that you would like to have charts of your project status-cost and schedule-display certain key project data, and to hold your project meeting in a specific conference room. Such place would be called a:
    A. Armageddon
    B. War room
    C. Battlefield
    D. Ground zero

34. The document that formally authorizes a project is the
    A. Project SOW
    B. Project plan
    C. Project Charter
    D. Project Scope Statement

35. You ae managing a medium sized construction project and are reviewing some invoices from the electrical contractor. You see that materials not required for your project have been included on the invoice. After you make few phone calls, you realize that one of your project resources asked one of the vendor's staff to add a few extra circuits to the part of the building. This change was never approved through the change management process. What do you do?
    A. Notify the manager of your project resource that he failed to follow proper processes
    B. Refuse to pay the charges
    C. Call a team meeting to determine how this will impact the project, then inform stockholders of the impact
    D. Immediately inform the project stakeholder of unauthorized scope change. Then call a team meeting to determine the impact to the project

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36. You are presented with a situation in project where you need to measure the performance of the project. Which of these techniques would suit your requirement?
    A. Learned Value Technique
    B. Earned Value Technique
    C. Analogous Estimating
    D. Expert Judgment

37. A manger asks you to evaluate four a new project that he has suggested for next year. You review the project and notice that one is actually not project but an operational task. Which of these is not a project?
    A. Change the product to enable increased consumer usage
    B. Manage a set of people for the next year to deliver the desired productivity results
    C. Respond to a customer request for different product packaging
    D. Resolve a space constraint issue by building a new addition to the plant

38. Which of the following Project Scope Management processes documents a configuration management system?
    A. Control Scope
    B. Define Scope
    C. Verify Scope
    D. Plan Scope Management

39. The stakeholders of a project typically have:
    A. Positive objectives
    B. Negative objectives
    C. Conflicting objectives
    D. Similar objectives

40. A project was estimated to cost 200.000$ with a timeline of 10 months. Due to a shipment delay, of the schedule was slightly delayed. However, this was made up but shipping the first batch of materials for the project by air. The net result was that there was some additional cost in the project. At the end of the second month, the Project Manager reviews the project and finds that the project 20% complete and Actual Costs are 50,000$. The Estimate to Complete (ETC) for the project would now be:
    A. $160,000
    B. $210,000
    C. $250,000
    D. $200,000

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41. You have a team of engineers working on project. Two of the engineers have frequent disagreements. You ask them to resolve their differences through a discussion. However, that does not yield any results. Subsequently, you intervene, and based on your analysis of the situation you suggest some changes in the way they work with each other. This still does not yield results, and you find that the project schedule is beginning to suffer. What is your next course of action?
    A. Take Disciplinary actions if required, since the needs of the project are not being met.
    B. Don't do anything. Differences of opinion amongst the team members is a healthy situation
    C. Speak to the tow team members and ask them to resolve their conflict amicably
    D. Ensure that they work in different shifts so that they don't clash with each other.

42. As a project manager, where would you document the escalation process to resolve issue that cannot be resolved at a lower staff level?
    A. Scope management plan
    B. Stakeholder management plan
    C. Staffing management plan
    D. Communications Management Plan

43. While developing the project schedule, you find that the completion of a successor activity depends on the completion of its predecessor activity. What is this dependency called?
    A. Start-to-finish
    B. Start-to-start
    C. Finish-to-start
    D. Finish-to-finish

44. Which of the following is not a tool and technique of the Collect Requirements process?
    A. Group creativity techniques
    B. Interviews
    C. Questionnaires
    D. Traceability matrix

45. You are planning the communication methods to use as part of stakeholder management. The most effective means for communicating and resolving issues with stakeholder is:
    A. Status reports
    B. Electronic mail
    C. Telephone calls
    D. Face-to-face meeting

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46. A project manager wishes to illustrate the connections between the work that needs to be done and the project team members. According to PMBOK, the resulting document would be called:
    A. Responsibility Assignment Matrix (RAM)
    B. Resource Planning Chart (RPC)
    C. Task Assignment Model (TAM)
    D. Resource Assignment Chart (RAC)

47. Many project managers have seen a graph that shows "Influence of Stakeholders" starting out high and declining as the project progresses. In contrast, it also shows the "Cost of Changes" starting out low and increasing as the project progresses. What is the key insight a project manager should gain from this graph?
    A. Stakeholder influence is not important at the end of the project
    B. Changes should be made as early in the project as possible
    C. Money should be set aside for expected changes at the end of the project
    D. The project should be placed on hold until all changes are made

48. Which of the following contains an extensive procurement changes approval process?
    A. Scope statement
    B. Test plan
    C. Requirements management plan
    D. Contract change control system

49. A project manager found that some of the project work was not done at the right time and was done in as improper sequence. What do you think was likely reason?
    A. This is a project communication breakdown. The project managers need to re-develop the communication management plan
    B. The project scope document was properly update
    C. The Work Authorization System was not properly established in the project
    D. This is due to poor team work

50. A contract change control system should include:
    A. Vendor contact information, tracking system, and approval levels necessary for authorizing changes
    B. Paperwork, tracking systems, dispute resolution procedures, and approval levels necessary for authorizing changes
    C. Information database, dispute resolution procedures, and approval levels necessary for authorizing changes
    D. Tracing systems, legal ramification for certain action, and approval levels necessary for authorizing changes

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SECTION B: STRUCTURED QUESTIONS (40 Marks)

There are THREE (3) questions in this section. Candidates MUST answer ANY TWO (2) questions.

Question 1

a) Define "Project" (4 Marks)

b) Define "Project Management' (6 Marks)

c) List the 5 "Process Groups" for project management according to PMBOK. (10 Marks)

Question 2

a) Gordon has recently taken over a project as the project manager. The project is already halfway through execution. Reviewing the project management plan, Gordon found out that the project's WBS is not aligned with the project management plan and the 100% rude was ignored. Gordon revised the WBS and proceeded to updating the schedule. Following are the new project details, identify the project's critical path;

Activity	Duration (Man Days)	Predecessor
A	5	-
B	10	A
C	12	A
D	8	A
E	6	B, C
F	15	G, E
G	4	C, D
H	20	D
I	18	H
J	2	H
K	4	I, J
L	30	K
M	5	F, L

(14 Marks)

a) You are the Project Manager responsible for the construction of new mall in the resort town Port Dickson. You had to extend the build for 4 more months and following is the cost management plan for the 4 months;

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Month	Cumulative Physical Progress	Cost (MYR)
1	10% Completed	10000
2	40% Completed	40000
3	80% Completed	60000
4	100% Completed	10000
	Total	120000

You are currently halfway through the third month. Your team has only managed to complete 20% of that month's work. To date, you've spent $80000. You had successfully delivered your previous milestones and you would like to continue to do so. Determine the project's Cost Variance and Schedule Variance.

(6 Marks)

Question 3

b) Similar to Gordon, Jenny had to make amendments to the project's WBS and schedule, she then realised that the new schedule will not meet the agreed project completion deadline specified in the charter. Following are the information relating to the project, identify how much it would cost for each day Jenny crash the schedule. Determine the total cost for crashing the project till the all crash mode.

Activity	Normal Time	Crash Time	Normal Cost	Crash Cost	Crash Cost / Day
A	7	7	350	350	
B	14	10	500	900	
C	5	5	250	250	
D	20	15	300	1300	
E	14	14	300	300	
F	15	12	100	190	
G	5	3	60	100	
H	30	25	1000	2500	
I	1	1	50000	50000	

(14 Marks)

b) How would you estimate total cost of the project at completion according to current performance rate? (6 Marks)

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